

BURNING MAN 2004

Operating Plan

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Cover photo: Waldemar Horwatt 2003

BURNING MAN 2004

Operating Plan

1. Event Site:

Burning Man 2004 is an event organized by Black Rock City LLC (BRC/LLC). In 2004, the event is from August 30th - September 6, 2004. The general location of the event will be the Black Rock Desert, Nevada; and the specific location will be the same site as in event years 2000, 2001, 2002 and 2003.

2. Set Up:

Note on Contents of Plan, especially Dates:

The tasks and dates offered in this Operating Plan reflect the cumulative experience of BRC/LLC in organizing the event of Burning Man. The BRC/LLC is firmly committed to creating an event that prioritizes the safety and well being of participants, the local community, and the natural environment. This operating plan reflects BRC/LLC's commitment to that goal.

The dates referenced in this document reflect the minimal amount of time required to accomplish a particular task. The dates referenced in the event set-up section should be considered start dates (unless otherwise specified). The dates referenced in the clean-up section should be considered end dates (unless otherwise specified).

Preliminary Survey

BRC/LLC will commence event site preparation on August 5, 2004. Black Rock City Department of Public Works (BRC/DPW) will complete the preliminary surveying by August 13th, 2004. During this period there is no action or assistance required from the Bureau of Land Management (BLM). BRC/DPW will place small surveyors' flags to mark the planned location of the Black Rock City trash fence, boundaries, and roads.

BRC/DPW will survey and flag the Gate Area, Entry road and the roads of Black Rock City (see Sheet 2) during the preliminary survey period.

Trash Fence:

A trash fence will serve as the perimeter marking of Black Rock City

as well as protect the Black Rock Desert from preventable wind-blown trash. On August 13, 2004, BRC/DPW will begin construction of the trash fence. The trash fence will be completed by August 20, 2004. The trash fence will be built using approximately 6000 T-stakes, strung with plastic material and fitted with light reflectors that enhance night visibility.

Signage Installation:

Signage for vehicular and pedestrian control, both on and off site, will be installed commencing August 16, 2004.

Infrastructure Construction:

During construction of the trash fence, and no sooner than August 13, 2004, the BRC/DPW will commence on-site operations. At this time, light spires, street signs, road signs, central camp structures, large sculptures, portable toilets, the Gate Area the main entry road, and other infrastructure items will be constructed or installed on site (see Sheet 2).

The construction of the camp infrastructure is scheduled to be completed by August 27, 2004.

3. Traffic Signage:

Fundamental for our overall city design and usage plan for the Black Rock Desert is the abundant use of traffic signage in order to facilitate traffic flow. With safety and environmental security on the forefront of our minds, we have designed a city and a traffic system that minimizes the use of cars and segregates pedestrians from vehicles. All safety signage designed to be viewed from a vehicle will be produced in dimensions standard for public highway use. Signage will be placed between Gerlach and the event entrance, as well as at the entrance to the event.

4. Event Security and Medical:

Event Security and Medical services will be provided through a combination of cooperation among the BLM Rangers, Washoe County Sheriff's Department (WCSD), Pershing County Sheriff's Department (PCSD), Black Rock City Emergency Services Department (ESD) and the Black Rock Rangers (BRR). Emergency Medical Services (EMS): REMSA will be located in Center Camp. BRC/LLC utilizes the services of other vendors, REMSA and BLM certified fire contractors to provide some services. These

cooperators will build upon the work of prior years in order to work together to execute another excellent event. The establishment of an Unified Command Post will aid this collaboration. The Unified Command Post will be a shared location wherein the cooperators will work hand in hand in order to insure coordinated efforts and to enhance communications

Event Security

The BRC/LLC has designated the BRR as the organization's lead for event security. Under direction of the BRC/LLC, the BRR will collaborate with BLM Rangers, WCSD and PCSD to address event security. The BRR serve as the first responder component of this coordinated security plan. The BRR will enforce all event-specific guidelines (presented to the participants as "rules". The BRR have a Law Enforcement Agency Liaison (LEAL), as well as perimeter security and gate staff. The BRR/LEAL Director, Duane Hoover (Big Bear), will host an "Agency Coordination Meeting" at 4:15 PM each day. The daily coordination meeting will insure maximum coordination, as well as provide a mechanism for change and adaptation during the event.

Emergency Medical Services (EMS):

REMSA will be located in Center Camp. ESD will provide medical services at two medical stations. ESD will also provide first responder EMS and Fire units in addition to the advanced life support units provided by REMSA.

Communications:

The ESD consists of over 200 Emergency Services providers, the vast majority of them are professionals in the their field. The ESD's communications system will serve as the eyes and ears of Black Rock City. It will also provide separate communication channels for the following functions:

- a) Security (BLM, PCSD, WCSD, BRR) and Emergency Services (ESD, Fire, and REMSA).
- b) Camp Construction and City Maintenance.
- c) Artists and Performance.
- d) Food and Commissary.
- e) Community Access and Gate
- f) Communications & Media
- g) Community services: Greeters, Theme camp and Village placement.

The ESD will maintain a central communication system, which will provide a 24-hour a day capacity to detect and respond to any emergent security or safety incident within BRC. The communications system incorporates an Incident Command System (ICS). The ESD consists of over 100 Emergency Services providers, most of which are professionals in their field. The BRR consists of over 100 Rangers who carry radios and are trained on correct radio usage. The Rangers, up and down the chain of command, are trained to use the ICS to facilitate communication between the Rangers and outside agencies in the event of an emergency.

Outposts:

In order to facilitate the goals of safety and security there will be two BRR outposts located at each plaza (see sheet 2). Outposts serve as information points, and as a patrol post. The ESD will also have stations located near the BRR outposts; they serve as a posting location as well as an EMS triage and first aid station. REMSA coordinates the clinic in center camp.

Chain of Command:

The BRR's large Ranger contingent will act as the first point of resolution for any matters of concern. The ESD's radio system will facilitate inter-agency communication and cooperation by including the BLM, the WCSD, the PCSD, Fire, and Medical support. In the event of an emergency, the radio system will work to allow timely responses and to inform the relevant agencies of the location of the emergency.

Perimeter/Speed Patrol:

The city plan for 2004, for reasons of security and safety, includes an extensive fenced area. The BRC/LLC expects that the BLM will patrol the area and enforce the speed limit (10 mph) within the 5-mile wide buffer zone around the fence. The BLM should enforce the no camping within 5 miles of the fence (perimeter). The BRR will monitor the perimeter and patrol inside the fenced area. At times, the BRR will ask for the assistance of other cooperating law enforcement agencies to handle perimeter violations and speeding violations. The BRC/LLC asks the BLM to work closely with the BRR to monitor the area around the fence, in particular due to safety concerns when persons attempt to drive at high velocities through the event space to avoid the entrance.

5. Off Site Security:

Off site security should include monitoring inappropriate traffic or illegal behavior in the following locations: the three mile entrance to the Black Rock Desert, Trego Hot Springs, Black Rock Hot Springs, the visible portions of the Applegate/Lassen & Nobles Trails and the town of Gerlach.

The challenge of off site security will be handled by a well-coordinated effort by the BLM, the WCSD, PCDS and the BRR. The general scope of responsibility is as follows:

- a. The BLM Rangers will patrol and control the area outside the perimeter fence, enforcing the five-mile no camping and ten-mph rules.
- b. The WCSD & PCSD will patrol and control several key sections of perimeter fence.
- c. BLM Rangers will have strategic posts so as to be able to address several key areas of concern:
 - 1). The three mile entry point;
 - 2). The twelve mile entry point;
 - 3). The high road access;
 - 4). The railroad tracks and any southern exposures;
 - 5). The eleven mile perimeter fence;
 - 6). Sensitive areas designated, such as the Applegate/Lassen and Nobles Trail Cutoff, Trego Hot Springs, Black Rock Hot Springs, and others;
 - 7). Selected concerns in the town of Gerlach;
 - 8). Black Rock City

The BRR are a first response team for dealing with problems within Black Rock City. The BRR will at times request aid from law enforcement agencies, especially in cases of illegal acts, life threatening conduct or evictions. The cooperating law enforcement agencies are the first response team for dealing with safety and security problems at and beyond the perimeter of Black Rock City. In particular, the BRR's are unable to engage in vehicle intercepts. Because of our large perimeter, an increased law enforcement presence in this area is necessary.

6. Pre and Post Event Security:

Setup and cleanup efforts can be compromised by the presence of unwanted parties who can be disruptive and refuse to leave the event site. These unwelcome parties risk breeches of safety, security, and environmental stewardship. To avoid such risks, the BRC/LLC requests that BLM provide adequate pre and post event security personnel to deal with necessary evictions from the site

7. On Site Traffic Control:

The following guidelines are offered as an explanation of our on-site traffic control plan. The BRR will seek to resolve any issues arising from the improper adherence to these guidelines.

Participants at Burning Man are required to park their vehicle for the duration of the event.

- Bicycles are the preferred form of transportation in Black Rock City.
- Motorcycles and ATV's are forbidden to move about the Black Rock City site during the event.
- The BRR's Department of Mutant Vehicles (DMV) will approve mutant vehicles for movement within the city. The permitted vehicles will be able to move within the city at 5 mph or less.

Designated Burning Man staff and contractors will be allowed to use the perimeter fence gates. These vehicles will be identified with a special pass.

Exit Traffic Control

At the end of the event participant egress traffic will be controlled by several methods. We will be staging an 'exodus area' for exiting traffic at the entrance point to Black Rock City. This bordered compound will be allowed to fill with exiting vehicles. As this area is filled, vehicles will be released at timed intervals onto the two-lane temporary entry road connecting BRC to the public highway. The timing of traffic release will be regulated by reports from personnel stations at key points referenced in the Off Site Traffic Control plan (see #8 below). When vehicles reach the paved road the two lanes will be alternately flagged onto the pavement. This will improve the timing of vehicles onto the one lane paved road.

The Black Rock City radio stations regularly announce the estimated time for departure. Participants can hear over the radio whether there are any traffic back ups, and therefore self-regulate their flow out of the city. In 2001, this system was tested to the max during an emergency road closure. Due to the success of this system, it will be re-implemented in 2003.

8. Off Site Traffic Control:

Flaggers trained by Nevada State Department of Transportation (DOT) provides off site traffic control. Communication between BLM Rangers and BRR ensures appropriate traffic control is implemented. The following areas will be monitored and controlled during peak traffic periods:

- a) The twelve-mile entrance to the Black Rock Desert and Route 34.
- b) The three-mile entrance to the Black Rock Desert and Route 34.
- c) The intersection of Route 34 and Route 447.
- d) The town of Gerlach.
- e) The town of Empire.

Controlling traffic at these locations will insure safe and timely traffic flow during peak periods of ingress and egress. Peak periods include, Sunday, August 29th and Monday September 6th, 2004.

9. Method for Counting Participants:

Purchased tickets collected at the Gate serves as the basis for counting the inbound population of Black Rock City. An ongoing population count is conducted in order to gauge flow and anticipate density changes. A population count is also conducted in order to accurately assign the BLM's User Fee. For the purpose of the BLM User Fee, a user day will be a 24-hour period. In addition to counting tickets, the BRC/LLC will use the following guidelines to conduct population counts.

- Local residents who enter and reenter the event will not be counted, nor will BRC staff equipped with badges or passes.
- The total count will be balanced daily against participants who exit the event.
- During the event a fee will be assessed on exiting parties who plan to leave and reenter. Therefore, the assessment of whether participants are leaving our population pool will be made at this collection site.

- Participants who leave and return at intervals of a day or days will not be counted for that period of time.

10. Public Communications

A. Pre-Event Communications

The BRC/LLC has extensive access to its event participant base, and it will communicate with participants. The primary objective of communication is the dissemination of event information and policies. The communication objectives are achieved through utilization of the following communication channels:

- Burning Man website: www.burningman.com
- Internet newsletter (32,000 people)
- Paper-based newsletter (Building Burning Man, mailed to 60,000 participants in the Spring)
- Event Survival Guide (sent to all ticket holders in the Summer, and posted on the Internet).

B. Agency/Media Dissemination

The BRC/LLC offers a variety of avenues to disseminate information to the media and to agencies. Each day, Burning Man hosts a daily briefing in order to improve information accuracy between agencies, media and Burning Man. The purpose of this meeting is to give all onsite operations the same set of numbers to work with when approached by local and national media, and participants. The BRC/LLC staff is committed to accurate representation of activities, medical emergencies, population numbers and arrests during the event and expects similar commitment from all agencies involved in the production of the event.

C. Onsite Information Dissemination Capability

Onsite information dissemination mechanisms are formal and informal. Both forms of information dissemination are utilized for ongoing communication with participants with regard to community rules. The entire camp could receive information within 1 hour, should the need arise..

Formal information mechanisms are the Black Rock Gazette onsite newspaper, Burning Man Information Radio (BMIR) (available as primary emergency announcement mechanism), and the staff/Ranger radio communication system.

In periods of non-emergency, public service announcement are played

on Burning Man Information Radio. In the event of an emergency, participants would be notified by BRR and/or Theme Camp Placement Staff to instruct participants to tune into Burning Man Information Radio. Burning Man Information Radio would be the centralized source for up-to-the minute accurate emergency information.

Informal information mechanisms with direct and consistent participant interface include; Gate personnel, Greeters, Ranger foot patrol, Theme Camp Placement team, and Playa Information. Other volunteer teams such as Earth Guardians, Lamplighters, BRC/DPW, Media Mecca, Black Rock Gazette and Art Placemen Team could be utilized as necessary. These all have the ability to move information via word of mouth quickly through the community.

Should the need arise either or both formal and informal mechanisms can be mobilized. In the case of an emergency the BRC/LLC will evaluate the situation, and develop a plan of action. Information will be disseminated quickly and efficiently via chain of command in the following ways.

Harley K. Dubois would mobilize: Ranger foot patrol, Gate personnel, Greeters, Playa Information, Earth Guardians, Theme Camp Placement team, and any other auxiliary volunteer teams such as Lamplighters or Earth Guardians.

Marian Goodell would mobilize the Black Rock Gazette in addition to auxiliary groups in her direct command.

Larry Harvey would mobilize BRC/DPW personnel and any equipment as needed.

The official radio station could receive orders from Dubois, Goodell or Harvey.

Other LLC members would be responsible for delivering correct information and mobilizing as necessary in their respective groups.

11. Camp Fire Containment:

BRC/DPW will construct and supply approximately 200 fireplaces made of 55-gallon steel drums and 20 large burn platforms made from heavy metal. These designs are improved each year and prevent the playa from "firing" from the heat.

Once a burn platform has become an approved location and the art has been burnt upon it, other subsequent fire activities are allowed. For example, the Man's burn platform can be used by other participants after the Man is set a flame.

Other fire areas will be shoveled, raked, and dragged to remove all debris and break up any hardened surface due to heat "firing". Campfires will again be prohibited within BRC with the exception of designated fireplaces.

12. Fire Suppression:

The site lacks vegetation and is therefore a low-risk area for any significant fire.

It is BRC/LLC's intent and objective to exceed the BLM's basic fire protection requirements for the duration of the event to reduce the possibility of any environmental damage or loss of life or property due to fire.

Fire Services will be provided by a BLM certified fire contractor and the ESD Fire Branch (BRCVFD). ESD Officers will function as the Fire Branch Chief in the event of a full Incident Command System (ICS) activation, and ESD Officers will also be considered the Incident Commander (IC) on any fire related incidents that do not have any law enforcement concerns. In the event of such a concern, the most appropriate law enforcement agency would be designated IC.

Operations will both be based out of the Services Area of the city plan (sheet 2), and at two stations in Black Rock City. There will be a first response engine based at each ESD station that will be preassigned as the first due resource for all Fire and EMS calls 24 hours a day. Specific events that are identified as being crowd intensive or involving licensed pyrotechnics will have, at a minimum, one engine staged near the event, and a BRCVFD Rapid Intervention Team (RIT) at the performance perimeter.

The ESD is also responsible for reserve water sources, and will provide minimum of 12,000 gallons of water storage.

The Fire Branch will generate pre-fire plans for any location or performance reporting within Black Rock City that will be storing or using any flammable or pyrotechnic materials. This information will be made available to any agency requesting copies. Additionally, BRCVFD, in conjunction with the Performance Safety Team (PST), will check all reporting locations for compliance in safe storage of listed materials. BRCVFD will also perform defensible space inspections for any fire-related site, as well as inspect larger structures for potential fire hazards. BRCVFD will also provide all the RIT teams coverage required for any performance. The fire contractors and BRCVFD will both attend all on-site pyrotechnic meetings to insure up-to-date information on potential hazards. BRCVFD is committed to function

with inter-agency mutual aid and incident command system as part of the cornerstone of providing municipal grade service, utilizing multi-agency drills and training on-site for specific apparatus and tactics to improve teamwork on any incident.

13. Black Rock City Airport:

A temporary airport run by an Airport Manager is part of this years Black Rock City plan. It will be surveyed and delineated along with Black Rock City (See Sheet #2). The airport runway will be approximately 5,300 feet long, 60 feet wide and will run in a southwest to northeast direction to take advantage of prevailing winds.

Compass bearing will be indicated via numbers at both ends of the runway to help define the runway boundaries. These numbers will be painted on the playa surface using a biodegradable agricultural colorant. Markings for the runway do not disturb the surface, are completely safe for the environment, and fade with sunlight in a week.

Signs and safety markers such as cones or traffic barricades will alert ground traffic to the presence of the runway and landing traffic. Staff will also visually monitor the runway for pedestrians and vehicles.

Aviation windsocks will be installed adjacent to the runway at each end to provide pilots with visual reference for wind velocity and direction. Radio communication with pilots will be provided through a Common Traffic Advisory Frequency (122.9 MHz) and during daylight hours, a UNICOM operator will provide arriving pilots with advisories.

The airport is for General Aviation use only (no scheduled air carriers and no air transport). The overnight tie down area will be for participants only, for parking and camping with their plane. A separate, transient parking area will be provided for pilots dropping off passengers and departing. No overnight stops by non-participant pilots will be allowed. Gate control and box office facilities will be provided for arriving aviators.

BRC/LLC is reviewing and considering a number of safety upgrades to the airport and at this time has not made a commitment to a specific plan. Improvements likely to be made are as follows. Improving communications by providing aviation radio equipment to the ESD dispatch center for communication with aircraft and air rescue resources. Updating emergency plan to include more types of aviation emergencies. Improved information flow to and from pilot participants regarding on-going activities such as skydiving, and helicopter medevacs. Mandatory briefings for local

operations (photography flights, skydiving, etc).

The following is a timeline for airport startup operations:

- July 4 - Assessment of surface conditions.
- August 7 - Runway Survey and surface preparation begins (removal of transient dunes).
- August 23 - Erect windsocks, mark runway, install helipad for medevac.
- August 28 - File NOTAM with the FSS, effective dates August 30 through September 6.

14. Dust Control:

Burning Man will lease two water trucks to provide dust suppression. These trucks will be in operation on an as needed basis from August 16th through September 13th. During the final sweep phase of clean up, the playa surface will be soaked by water trucks to create a crust and, thereby limit subsequent wind erosion.

15. Human Waste:

Burning Man contracts portable toilet service from a reputable vendor. Condition and usage is monitored by State and County Health Departments and adjustments are made based on their recommendations.

For the 2004 Burning Man event, given an expected attendance range of 28-34,000 participants, we are again proposing to place 400 toilets in our city. With 50 reserved for special use, that leaves a total of 350 for general use by participants. At our highest-population period (Friday/Saturday nights), this number creates a participant: toilet ratio of 1:86, or 45% above recommended PSIA guidelines. This number also allows us to absorb our high-end contingency maximum population while still exceeding guidelines by 25%. (The above quoted ratios apply to maximum population figures reached on the two days of our 7-day event. For the majority of the event period, toilet coverage ratios will be substantially higher than the figures noted above.)

As in the past, we are committed to the cleanliness of the portable

toilets. We will work closely with the vendor to constantly improve the following areas: toilet distribution and placement; proper use of the toilets by participants; and supervision of waste vendors. In addition to reviewing placement to improve ease of serviceability, we are exploring use of mobile toilet facilities, so that additional toilets can be placed adjacent to events that are expected to draw large numbers of participants. We continue to educate the participants to ensure that only appropriate biological waste is placed into the toilet facilities. This education process will continue through the year prior to the event, and will be emphasized on-site with signage and media reinforcement. Finally, we will assign a full-time staff member to act as liaison with our portable sanitation vendor(s) and provide quality control monitoring of the toilets during the event.

16. Illegal Substance Policy:

The BRC citizen is reached by BRC communications at several significant junctures. At all of these junctures, the BRC/LLC will educate Black Rock City citizens that all federal, state, and county laws concerning the sale and use of illegal substances remain applicable within Black Rock City. The direct message will state that Black Rock City discourages drug use at the event and prohibits selling or distributing drugs. Our Survival Guide will specifically warn participants of the health risks inherent in consuming illegal drugs or alcohol in this harsh environment. This document will also describe the legal penalties to which any participant convicted of illegal drug use may be subject. Finally, the information furnished participants will indicate that state and federal law enforcement will be present at the event and that drug enforcement officials have been and will be undercover at Burning Man. Throughout the year we will meet with law enforcement representatives from the BLM and Pershing and Washoe counties in order to discuss law enforcement policies at the event, and these policies, whenever appropriate, will be communicated to participants. Immediately prior to the event, we will meet with law enforcement personnel in order to communicate information that will orient them within BRC and inform them concerning key components of our organizational infrastructure.

17. Leave No Trace:

As always, we are working to apply the Leave No Trace (LNT)

principles to our city in innovative ways. We have expanded our message to the next level with "Don't let it hit the ground." We will continue our large campaign with in our community toward greater education through our web site and Survival Guide. We have added articles on air contaminants, what to burn and not to burn, how to burn and WHERE to burn. We will continue to demand two hours of work beyond the cleaning of individual camps toward the clean up of the playa at large from every participant.

In 2000 thru 2003 we created public burn platforms for the use of all participants. We will continue this effort in the year 2004 constructing burn platforms out of the best materials and will continue to educate people on how to use these platforms correctly. We will work with all large-scale art works to create protective barriers between their art and the playa surface and will once again use our burn blanket made for the Burning Man.

Recycling will continue their efforts in crushing aluminum, educating people the "pack it in, pack it out" ethic. The Earth Guardians will continue their daily missions into the community at large to educate all newcomers during the event as well as continuing their work as stewards of the Black Rock desert pre and post event. Additionally there is a Burning Man supported effort to utilize energy resources that are environmentally friendly and clean. As always there will be a massive cleanup crew working post event to leaving nothing behind.

18. Event Take Down and Clean Up:

Site clean up will feature a proactive effort to encourage participants to clean up their site and take their garbage home or to the approved land fill sites listed on the web site, in the Survival Guide and the exit edition of the Black Rock Gazette. All artists and theme camp organizers creating installations formally placed by BRC will be required to read cleanup guidelines and sign pledges. Artists receiving grants from BRC LLC will be required to pay a clean up deposit. In addition, all placed installations will be located by means of GPS (Global Positioning System) and held personally and publicly accountable for the condition of their site.

Structure disassembly and general on site garbage removal begins on Monday, September 6th and will continue for two week ending on September 20th. Leased 30-yard dumpsters will be placed on site and filled until no surface items remain. Burn site removal will be done simultaneously with this first phase. A final inspection sweep will commence when all debris, buildings and campsites are removed and could continue for two

weeks. Clean up completion is scheduled for October 5th.

Efforts by our clean up crew will employ methods developed in 1998 thru 2003, featuring an extensive grid system patrolled at 7–10 foot intervals by our clean up crews. Crews of 15 including a line boss will walk the entire permitted area. The intention is to accomplish LNT goals upon a mass scale. Achievement of this goal is dependent upon clear communication from BLM of inspection goals and strategy.

19. Off Site Clean Up:

Off site clean up includes highway 34 from the 12 mile mark to the town of Gerlach, the town of Gerlach, and highway 447 from Gerlach to and including the town of Wadsworth and highway 447 from Gerlach to Cedarville. Trucks with trailers and crews of two DPW workers will patrol and collect all roadside trash. This will begin on Monday, September 2nd and continue for approximately two weeks. If necessary, other locations will also be cleaned, including Trego Hot Springs, and Black Rock Hot Springs by the same method. We propose that the area will be left in better condition than before this event.

20. Emergency Plan:

In case of an emergency, such as heavy rains that make vehicular travel impossible, all resources (food, clothing, and shelter) will be centralized and administered under the direction of the Black Rock Rangers and BRC/ DPW. Participants would be marshaled and sustained on site. The Black Rock City FM Radio Station (BMIR) would institute Emergency Broadcast Protocol. Should the situation require, the Bureau of Land Management Rangers, and the Washoe and Pershing County Sheriff's Departments would be enlisted to supply further leadership and necessities. (Please see, "Public Communication" for more details).

Should it be necessary to discontinue the event (heavy rain, natural disaster) an incident command situation would go into effect. This would be implemented by the BLM in conjunction with the lead sheriff's agency. Emergency services would be implemented to respond with emergency disaster procedures or crowd control procedures.

All individuals, vehicles and property that could safely evacuate the event area would be compelled to exit by the best route available. Assistance to do this safely would be provided by participating agencies, and directed

by the incident commander.

The incident commander would determine when the situation/ conditions were contained and controlled and thus allow a resumption of event activities or the continuance of event evacuation.

21. Population Arrival Estimate:

According to the Department of the Interior regulation the "user day" is calculated as any portion of a 24-hour period. It can be fairly assumed that the calculation of "user day" will be made once per 24-hour period with regard to the reporting of population with regard to the recreational fee owed to the Bureau of Land Management. For the sake of estimation we will entertain the thought that it will be in the middle of each day of use. Burning Man will endeavor to report population for the same time each day. Exactly what time will be used has yet to be determined, and will be decided upon taking into account shift schedules at the Gate and Box Office.

Estimated Population Figures:

Monday, August 25, 12 noon	8,500
Tuesday, August 26, 12 noon	13,500
Wednesday, August 27, 12 noon	18,000
Thursday, August 28, 12 noon	23,000
Friday, August 29, 12 noon	27,000
Saturday, August 30, 12 noon	29,000
Sunday, August 31, 12 noon	24,000
Monday, September 1, 12 noon	6,000
<u>TOTAL use days estimated:</u>	<u>149,000</u>
<u>Estimated Usage Fee 149,000 x \$4)</u>	<u>\$596,000.00</u>

22.WHO DO YOU CONTACT?

Burning Man is run by a 6 member LLC. With this list below, and contact information we are clarifying whom to call first. The first person on the list (and in bold) is the primary contact for that particular subject / issue. Names that follow the lead are LLC members and Senior Staff who would also be able to make a decision or help clarify information and should be called in the order in which they are listed.

PERMIT PROCESS:

Will Roger Peterson

Marian Goodell

Larry Harvey

PUBLICITY, COMMUNICATIONS, WEB SITE, FINANCES:

Marian Goodell

Larry Harvey

ENVIRONMENTAL EDUCATION, THEME CAMP PLACEMENT AND PARTICIPANT SERVICES:

Harley K. Dubois

BLACK ROCK RANGERS:

Harley K. Dubois

Greg Miller

SAFETY, EMERGENCY SERVICES:

Joseph Pred

Russ Kane

LAW ENFORCEMENT AGENCY LIAISON:

Duane Hoover (Senior Staff Member)

Joseph Pred (Senior Staff Member)

Larry Harvey

23. Contact Information:

- Will Roger Peterson
Office 510-444-5967
Gerlach 775-557-2200
- Marian Goodell
Office 415-865-3800 x 104
Mobile 415-706-8951
- Larry Harvey
Home 415-431-6523
Office 415-865-3800 x 105
- Harley K. Dubois
Office 415-865-3800 x 103
Home 415-956-3969
- Duane Hoover
Mobile 806-773-5358
Home 806-722-7434
- Joseph Pred
Office 415-865-3800 x 121
Mobile 510-913-5962
- Greg Miller
Home 925-932-5620
- Russ Kane
Day 732-438-1178

24. List of Preparers:

Larry Harvey	BRC/LLC, Director
Marian Goodell Director	BRC/LLC, Business and Communications
Harley K. Dubois	BRC/LLC, Community Services Director, Playa Safety Team Director
Will Roger Peterson	BRC/LLC, Manager
Joseph Pred	BRC Senior Staff, Emergency Services Operations Chief, Safety Committee Chairman.
Duane Hoover Liaison	BRC Senior Staff, Law Enforcement Agency
Rod Garrett	BRC Planning and Design Services